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LAUNCHING AND CARRYING
OUT EXTENSION PROGRAMS

EXTENSION SERVICE
Review

NOVEMBER 1960

EXTENSION SERVICE Review

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The Extension Service Review is published monthly by direction of the Secretary of Agriculture as administrative information required for the proper transaction of the public business. The printing of this publication has been approved by the Bureau of the Budget (June 26, 1958).

The Extension Service Review is for Extension educators—in County, State and Federal Extension agencies—who work directly or indirectly to help people learn how to use the newest findings in agriculture and home economics research to bring about a more abundant life for themselves and their community.

The Review offers the Extension worker, in his role of educational leader, professional guideposts, new routes, and tools for speedier, more successful endeavor. Through this exchange of methods, tried and found successful by Extension agents, the Review serves as a source of ideas and useful information on how to reach people and thus help them utilize more fully their own resources, to farm more efficiently, and to make the home and community a better place to live.

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EAR TO THE GROUND

"Get your ideas into orbit." This slogan was used on posters around Washington last spring in a drive promoting employee suggestions.

A similar slogan could be used for this issue—get your program into orbit. At first glance, it may be difficult to see the connection between launching extension programs and satellites, as illustrated on this month's cover. But let's compare them.

A satellite is a pretty complicated piece of equipment. If we analyze it in simple terms, however, it is made up of hardware or material, technical knowhow, and fuel. Each of these three components is essential to launch a satellite and send it into orbit.

Now let's look at an extension program. The hardware or material which makes up the program lies in a county's natural resources—the land, water, forests, fish and wildlife, and minerals. The technical know-how for putting our extension satellite together comes from you—the extension worker.

And the fuel—which is really a super-fuel just as satellites use—lies in people. As articles in this issue show, people must be involved to move extension programs into action.

This issue has many examples of how people across the country are helping to launch and carry out extension programs. Perhaps these will give you ideas to help get your program into orbit.

Next month's issue on evaluation will conclude our series on program development. Analysis of how we're doing is the final step in program development.

In discussing this series of issues the other day, a coworker pointed out a difference in our thinking toward "program development." He uses the term in explaining the steps taking place up to the written plan of work. Execution and evaluation of the program, he feels, are additional steps that are not included in the term "program development."

On the other hand, I think of program development as the complete process—determining your audience and their needs, planning a program to meet these needs, launching and carrying out the program, and evaluation.

We both agreed that our only difference was in definition. Neither of us questions that all four steps are vital parts of Extension's educational job.—EHR

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UNDERSTANDING Activates Extension Programs

by JOHN E. HUTCHISON,
Director of Extension, Texas

You can't have one without the other. That's what a popular song said recently about love and marriage.

It's the same way with a county extension program. Planning and action are so closely tied that it's impossible to consider one without the other.

Smooth, effective activation of a county program can be accomplished only if adequate plans are made for each phase of the program with the total program requirements and the available resources in mind. Such plans must provide for active involvement of both the extension staff and a representative group of local people.

All extension staff members must thoroughly understand the program building process. County extension

personnel must see that they and the committees of local leaders each have a definite role and contribution to make in every step of program planning and implementation.

It is equally important that other extension personnel—administrators, supervisors, subject-matter specialists—have a clear concept of this process. Administrative and supervisory personnel must provide an "administrative climate" so that county agents will be encouraged to use this democratic approach in program planning and implementation.

Subject matter specialists must be involved at the county level to make their greatest possible contribution to the action phases of the program. Otherwise, specialists' plans and activities may not directly support programs that are developed with and for local people.

Agents who know about the program building process and perceive their role in it are able to interpret this role to the program building committee. And agents can help committee members better understand their own roles.

Those involved should never doubt that the program being planned will be carried out. Program development is not intended to be an academic exercise. Its purpose is to make the most effective use of the limited educational resources available.

Committees' Assignments

Committee members must fully recognize that it is not their function to make plans for the agents to carry out. Likewise, committees should not be expected to carry out plans advanced by agents without involving committee membership.

Rather, committee members must understand that it is their responsibility to: collect and study available facts with the help of agents, consider the agents' interpretation and analysis of facts and trends, identify specific problems, decide on realistic objectives, agree on an appropriate course of action, and follow with educational activities to move toward the objectives.

Mutual understanding results in more realistic planning and coordination of activities and resources necessary to achieve the desired results. Both extension staff members

and committee members must agree on the who, what, where, and how of action to be taken so that responsibilities of both encompass the planning, execution, and evaluation phases together with adjustment which must be made as situations change.

There must be an executive committee of the overall program building group to determine program direction and establish priorities. This will coordinate the various phases into a total program that meets the needs of the people as expressed by them and in keeping with the resources available. The total of the plans and activities of unattached, independently operating committees and groups is unlikely to add up to an effective county program.

Supporting the Leaders

It is especially important that committee chairmen understand fully their responsibilities. Agents must keep chairmen oriented and help them become the best informed lay persons in the county on the specific committee area of interest. This requires time, diligence, patience, and skill on the part of the agent. But it is the most effective means of increasing the self-confidence and competence of committee chairmen—especially those inexperienced.

Capable, qualified, and respected committee members merit and receive the support of the public as committee plans are put into action. It is therefore important that study and thought be given to the selection of committee members. Beyond this, committee members must be given training and guidance, meaningful responsibilities, and public recognition for their accomplishments.

The State staff can and should offer training opportunities for key members of the program building committee. This training may be given to lay leaders and agents in joint meetings or separately.

Training should be given agents on an inservice basis to make sure they have the knowledge and competencies necessary to work effectively with lay leaders. Inservice training on the program building and implementation process should be given to all

(See Understanding, page 230)

Proof of the Pudding

by MURPHY VEILLON, County Agent, Vermilion Parish, Louisiana

THE proof of the pudding is in the eating. This old saying is applicable to the farm and home program in Vermilion Parish (county) in Louisiana.

It is manifest in a resolution set up by the advisory committee which, in essence, says that the "dish" of activities set up by the agents was "gobbled up" by those whose lives would be affected.

This resolution, giving full credit to the main chefs, the agents, is only part of the overall story. It was through coordinated effort that achievement in this program area was possible.

This program was carried out by a group of some 155 leaders, who worked with the extension agents. Among this group were farmers, homemakers, 4-H club members, adult

4-H leaders, police jury members, school board members, representatives from commodity groups, agricultural organizations, and government agencies.

These rural leaders evaluated past accomplishments and offered new recommendations. They represented every geographic area and commodity in the parish. They comprised the group designated as the advisory committee.

Realizing that it would be clumsy for one big committee to act on all segments of the program, the agent set up a system of subcommittees. Thus, each aspect of the program was discussed by a subcommittee.

Subcommittee Operations

At subcommittee meetings, charts, slides, pictures, specimens, and mimeographed material were used to present the situations in the respective areas. An agenda was set up and followed so that the discussion was kept within the committee boundaries. The members of each subcommittee selected a chairman.

But the subcommittees did not have to go it alone. Subject matter specialists were called in for group discussions and contributed to the formation of programs. These specialists assisted with related outlook information and answered technical questions in view of their broad experiences.

Further help was provided by Louisiana State University research

people and district extension agents. They participated in program projection meetings, reviewing research and answering technical questions on various phases of farming, 4-H club work, and home economics.

Discussions at these subcommittee meetings were generally lively. Problems and objectives or recommendations were drafted and revised. After adoption by these groups, they were presented to the overall advisory committee. This large committee met after all commodity groups had discussed their problems and objectives and the parish program was consummated.

Subcommittees compose the backbone of the program development and program building. As a result of good subcommittee participation in agriculture, with the help of the extension rice specialist and the co-operation of the experiment station, additional research was carried on in Vermilion Parish. This research was conducted on methods of rice planting, rice variety resistance to diseases, and use of chemicals to control blackbirds in rice.

Separation of Duties

The machinery of operation went something like this. Rural farm leaders, invited to meetings through individual letters, were reminded by telephone and farm visits when practical. Meetings were normally announced with advance and followup stories over the local radio and in the newspaper.

Although the parish extension chairman is primarily responsible for developing a well-balanced agricultural extension service program, each agent assumes certain responsibilities.

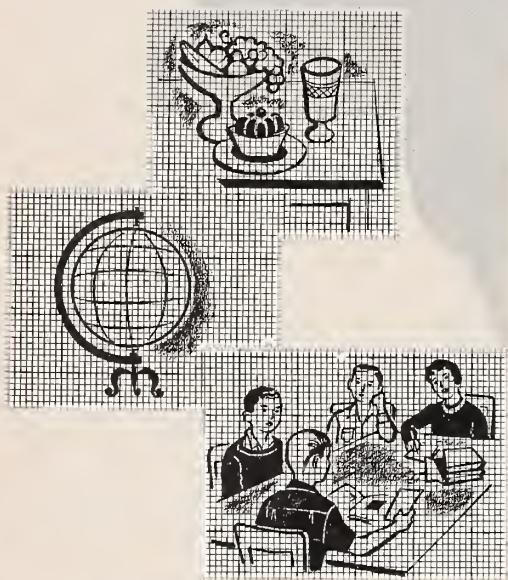
Generally, the home economics committee work is delegated to the home demonstration agent and the assistant home agent. The 4-H club subcommittee is delegated to the two agents doing 4-H club work, while the agricultural subcommittee work of the extension program is the responsibility of the men agents doing adult agricultural work. Each extension agent assumes the responsibility for organizing the subcom-



The 4-H subcommittee (comprised of representatives of the school board; police jury; and 4-H adult leaders, parents, and club members) discuss the Vermilion Parish 4-H situation.

(See Program Proof, page 228)

Chippewa Co.



turning plans into ACTION

by EUGENE F. PILGRAM, Chippewa County Agent, Minnesota

LONG-RANGE planning has been an effective blueprint for extension action in Chippewa County.

We may have had some reservations about such planning at the start. But after 2 years of turning planning into action, we are convinced that long-range planning is one of the best approaches we have ever attempted.

Joining Forces

The county extension committee was the guiding force. Study and recommendations committees, made up of rural and urban volunteers, helped.

Agents sat down with these local people for a careful look at past and present situations in farming and homemaking. Together, they projected trends, stated problems, and listed recommendations. About a year after the start of long-range planning a final report was presented to the people of Chippewa County.

Six program areas were selected for study. They were crops and soils, livestock production and consumption, growth and education, family living, farm and home or-

ganization and management, and community development and public affairs.

An important outcome from this intensified planning was that we involved more than 80 community leaders in the planning. They became familiar with the county situation, our programs, and our possibilities. Each year's program is guided by reference to the recommendations of the long-range planning study.

The planners had to deal with many changes and problems. Crop yields were below par on many farms. Dairying showed a decline in numbers and labor return. And while beef appeared well-adapted to the area, many farmers lacked cattle feeding experience. Hog producers weren't getting enough little pigs per sow and were raising too few meat type hogs.

Drainage was not coordinated; flood and water problems were common. Water and sewage systems were needed on several farms.

Homemakers were raising questions about remodeling as compared to building new houses. New equipment, food, and fabrics left many homemakers in need of information.

Only about one-third of the farm youth would find a place in agriculture on the home farms. Youth were not being told about locations and opportunities in positions related to agriculture. Farm organization and management assistance was listed as an opportunity for extension to help young families in fitting together a successful farm business.

In the field of community and public affairs, the committees felt a general lack of interest and knowledge existed concerning taxes, trade.

Implementing the long-range recommendations has meant yearly planning and budgeting. Some items obviously needed priority. For example, sewing instruction for new and inexperienced homemakers came before pattern alterations. Organizing project leaders preceded an intensive training program for them.

A sound watershed steering committee was formed one year. Agents worked with this committee the second year on general information meetings and tours.

Much of the extension work is given repeated attention each year through newspapers, radio, demonstration plots, and meetings.

Solutions Tried

To be specific, here are some examples of long-range planning problems and how they were approached during the first 2 years.

Low labor returns in dairying. A dairy herd improvement association, involving 25 herds on test, was organized by extension agents the first year.

Farm and home planning needs. In 2 years, 42 young farm families have organized in eight groups and have undergone intensive group training. All agents have worked with these farm couples on an individual farm and home management basis.

Soil and water conservation. The area soils agent, in cooperation with county extension personnel, reorganized a watershed steering committee. As a result of cooperation with this group, a conservation and flood prevention program is being planned for about one-fourth of the county.

Youth programs. Vocational guidance has been discussed by the as-

(See Into Action, page 222)

People Launch the Program

by WILLIAM E. URASH, Erie County Agent, Pennsylvania

IT takes know-how to get people to help themselves. But when extension workers do it, we are providing good educational experiences for people. And it brings about desirable changes.

This is the way the Erie County staff attempts to operate. We try to be aggressive enough to stimulate many happenings, but not inhibit the development of leadership.

Our approach is organized problem-solving. We try to involve as many people as practical and possible. Such involvement is necessary for accuracy and program efficiency.

Planning Procedures

In planning, it is important to involve all those having an interest in a certain problem area. We find it possible to develop a more active and far-reaching project if a number of persons, organizations, or groups participate in problem determination and planning.

Problems that lie within the realm of a single interest group or organization are easier to deal with. Our role as a catalyst can be more quickly fulfilled. This may include serving in a resource and advisory capacity, stimulating enthusiasm, or assisting in coordinating resources.

Bringing together nonorganized people or several different organizations is more complex. They often need more motivation before they are willing to consolidate their efforts in problem determination and planning. However, if one feels that all are participating on an equal level, they are usually willing to put their shoulder to the wheel. They also will accept leadership that rises from their midst.

A few years ago, it was our belief that extension should play a dominant role in the coordination of all happenings that fell within extension program areas. We felt this was

necessary to know what was going on. We now feel that this attitude limits the extension program. It is also much easier to keep abreast of things if you are not suspected of trying to control them.

Involving many people in carrying out a project or program provides more educational experiences for more people. It increases the problems for those responsible for coordination, but this too provides more and better educational experiences.

One of our biggest problems in carrying out the program is that of evaluation.

We encourage everyone who may be involved in a program to contribute to an evaluation. We continually experiment with different ways of evaluating to improve our techniques.

Although we usually follow these preceding steps, we are seldom conscious of it. It seems natural to do things this way.

Public Relations Picture

One illustration of our methods deals with agriculture's public relations in Erie County.

The city of Erie and its immediate vicinity are highly industrialized. Agriculture is an important industry, but has not been understood nor appreciated by the larger, nonfarm population. This situation has been recognized by agricultural people, but little more than gestures toward improving the situation have been attempted.

An analysis of the public relations status indicated that previous activities, including farm-city meetings and banquets, were not adequate. Public relations needed higher priority.

Once this was given, it became easier to recognize opportunities and plan programs for overcoming the problem.

Early in 1960 the Greater Erie Chamber of Commerce approached the extension staff with the thought of conducting a roundup of our 4-H program in connection with an industrial fair. This was to be held in an amusement park near Erie.

This idea was quickly converted into a counter proposal to conduct a fair featuring each segment of the economy of the county, one being agriculture. 4-H was to be a part.

This proposal was accepted by the chamber of commerce and by seven major farm commodity organizations. The event was titled, The Town and Country Fair.

Exhibit Aims

Agricultural interests decided that to achieve better public relations, their participation could not be limited to farm commodity displays. Instead, a direct effort should be made to impress the public with the importance of agriculture and to improve the prestige of the farmers. Special committees within each commodity group were assigned to develop an exhibit to emphasize the importance of that commodity and improve public impression of the farmer producing it.

In addition, plans were made to develop displays depicting agriculture—in the local economy, career opportunities, and its scientific aspects.

Extension staff members helped the participating agricultural groups in developing and coordinating ideas. One was also responsible for coordinating all of extension's efforts in the program. This included working with the overall chairman, the chamber of commerce, and chairmen of the individual commodity groups.

The final result was a well-coordinated agricultural exhibit. Advance publicity encouraged attendance.

Nonagricultural people, including many urban civic leaders, voiced praise of the capabilities of agricultural people and indicated a newly discovered respect for the industry.

This type of project and continuing program has been and will be a "natural" for extension in our efforts to bring about desirable changes and provide people with educational experiences.

training the REAL LEADERS



by K. ROBERT KERN, Assistant Editor, Iowa

EXTENSION workers generally believe in the practice and the philosophy of leader training. But in carrying it out, the problem is often getting in touch with the real leaders, rather than in the training.

Extension veterinarians in Iowa think they have both the practice and the philosophy working. Dr. John B. Herrick, Dr. M. L. Spear, and Dr. C. D. Lee cite their work with the practicing veterinarians of Iowa.

"These men," says Dr. Herrick, "are the real leaders of livestock disease control in their communities. Each day each veterinarian contacts more livestock producers than any other person in the community. When the veterinarians are involved in educational programs—and they have been involved through efforts of extension veterinarians—the goals of Cooperative Extension Service are being served well."

Livestock disease control is important in Iowa. This is a leading livestock-producing State, as shown in 1960 figures: over 6 million cattle,

12½ million hogs, 1½ million sheep, 28¼ million chickens, ½ million turkeys, and 77,000 horses. This animal population commands the time of 1,200 veterinarians, with 900 of them practitioners.

Brushup Courses

Iowa extension has served veterinarians in the State for many years. The pattern for the leader training approach was begun in 1947, when Dr. Herrick organized a refresher course for veterinarians in reproduction in cattle and artificial insemination. The course was conducted, on request, for 11 of the State's 12 district veterinary associations.

Subsequent refresher courses were taken to all districts, including one on poultry and one on swine diseases and management. In 1960 a fourth refresher course dealt with cattle and sheep diseases.

The courses are organized as a series of six sessions, held at weekly intervals. Each session begins in the

afternoon and closes at 9 p.m. Veterinarians meet at the place of their regular district association meetings.

Average attendance for the refresher course meetings is 41 veterinarians. That, multiplied by 12 districts, includes more than half of the practicing veterinarians of the State participating.

Extension veterinarians bear the major responsibility for planning and conducting the courses, calling on staff members of the College of Veterinary Medicine for assistance in some sessions. Visual aids, demonstrations, and manuals are used in all the courses.

Dividends Resulting

The Iowa extension veterinarians see at least two major benefits growing out of this work. First, practicing veterinarians are helped to keep up-to-date with new developments in diagnosing and treating livestock. Secondly, the setting has been established in which veterinarians and extension staffs can and do work together in educational efforts on animal disease control.

A further dividend from these efforts is their help in developing other educational programs. Courses on nutrition, management, and economics (which interest veterinarians along with livestock producers) are now in progress. In these courses, extension veterinarians team with other specialists in a problem-approach, rather than a departmental subject matter approach.

Refresher courses are one of the keys in the leader training efforts with practicing veterinarians. But they are not the whole story.

Extension veterinarians assist in the field with problems of diagnosis, and they act as liaison between the university diagnostic laboratory and field problems. At the same time they take leadership in the State on development of programs for brucellosis and mastitis control, specific pathogen-free hog production, and testing programs for turkey and chicken diseases. They also develop information meetings on other diseases and disease control measures.

County extension directors in Iowa now have closer working relation-

(See Real Leaders, page 226)

Trial Program Takes Hold

by GILBERT N. RHODES, *Agronomist*, and MRS. ROSSLYN B. WILSON,
Assistant Editor, Tennessee

IN recent years, extension has been making a more conscious effort to gear specific program action to county problems and needs. An example of this type of planning in Tennessee is our Efficient Crop Production Program.

This program is sort of a trial effort to see how the efficient production phase of extension work, as set out in the Scope Report, can be put into action as one of the foundation-blocks of the total county extension program.

In spite of extension's continuing emphasis on efficient production, crop yields in Tennessee are still low. Average yields of 28 bushels of corn per acre, 425 lbs. of cotton, 16 bushels of wheat and soybeans, made during 1952-57, just weren't the production needed for efficient and profitable agriculture.

Tennessee's agronomy department, with the help of the National Plant Food Institute, started developing an intensive program of crop production. This program is based on using lime and fertilizer according to soil test recommendations, plus all other recommended production practices.

Other extension departments were brought in on the planning. Five objectives were spelled out. They were: to increase income, to put research results into action, to show that soil test recommendations are sound, to get people more conscious of the value of fertilizer and lime properly used, and to get farmers to adopt other recommended practices.

Procedure Offered

A five-phase program was suggested for counties to follow. This included a demonstration phase to show results of soil test use on all major crops, a soil test promotion phase based on demonstration results, a trial acre phase to encourage use of soil test recommendations, a total feed production phase with

livestock utilization, and a complete farm management approach to farm production.

One county in each of the extension districts agreed to try out this approach: Lawrence, Monroe, Greene, Overton, and Gibson. Work got under way early in 1959.

The Lawrence County program is typical of the action in all counties.

Enlisting Interest

Lawrence agents first discussed the program with their agricultural committee. They went into detail about the current county situation on crop yields, possibilities for increased per-acre yields and income, the details of the proposed program, and its objectives. The committee gave the go-ahead sign with enthusiasm.

Agents then explained the program to civic and organized community clubs. Here again, the approach was to point out present income from specific crops, and the potential income if soil test recommendations were followed. The agents used a set of colored slides which illustrated the situation and the potential of each crop.

Fertilizer dealers in the county were contacted, and the program explained to them. Their support was immediately forthcoming.

All the talk in the world won't make the impression that one demonstration will. So the agents and community clubs selected farmers in each neighborhood to carry out demonstrations of the results of soil test recommendation use. Forty-two farmers agreed to set up such demonstrations. Cotton, corn, pasture, sudan-grass, grain sorghum, and soybeans were the crops.

About this time, the local newspaper editor, agents, and other local leaders selected a slogan for the program and planned a special newspaper edition. Greater Yields Per

Acre was the slogan, shortened to GYPA. A symbol, designed by a local artist, appeared in the newspaper, on automobile stickers, and in business windows.

This got the program under way. In September, a special soil fertility exhibit was put on at the local fair. Following this, agents were kept busy supervising harvest of the demonstrations.

Gaining Momentum

These demonstrations gave the agents ammunition for the next phases of the program. Corn demonstrations averaged 78 bushels per acre for plots where recommended practices were used—an increase of 29 bushels per acre over the farmers' usual treatment. The increase was 46 bushels over plots where no fertilizer has been used. Cotton increase was 197 lbs. lint over the farmers' usual fertilization. Other crops showed similar response.

The newspaper used these results, along with pictures and agent comments. The agents' weekly radio program brought out the results of fertilization according to soil test recommendations.

During January and February, the agents met with 11 community clubs, four other farm groups, and five civic clubs to bring to them information on the demonstration results and to promote soil testing before crop planting time. They enlisted the home demonstration club council's support and action in the soil testing phase to write to home demonstration members about the importance of the work. A demonstration on soil testing was given to 30 4-H clubs.

Soil sample collection stations were set up throughout the county during February to encourage soil testing. Radio and newspaper publicity was given this particular work.

The county judge proclaimed March 7-13 as Soil Test Week. And that week, the second special newspaper edition was published. Advertisements promoting the program followed for a period of 4 weeks. Radio spots and commercial announcements concentrated on the program.

(See Trial Program, page 226)

Achieving Human-Technical Balance

by JOSEPH T. PAULSON, *Watershed Flood-Control Specialist, South Dakota*

THE human side of a watershed program affects farm income, family life, and education. Success or failure of the project is determined by the technical phase. The trick is to balance them.

No one person can fully balance these essentials. Extension agents can emphasize the human side, making clear the State water laws and requirements while the Soil Conservation Service is in charge of the technical phase.

Need for Programs

A watershed program is a soil and water management program. This means that the soil is stabilized by conservation practices so the rich topsoil will not be lost through erosion. It also means improving the richness and organic content of most cropland soils. Rich and well granulated soil absorbs rainfall like a sponge whereas eroded and mismanaged soil sheds or rejects the rain almost as fast as it falls.

The reason for improving soil and

water management is understood when we know that one-fourth of our population today is troubled with water shortage, poor water, or both. Over 1,100 cities and towns have to restrict the use of water sometime during the year. Water supply has an important bearing on agricultural production, the development of cities and towns, and the location and development of industries.

Water shortage is one of our big problems. The soil is the largest storehouse for water we have. Soil, managed the watershed way, captures the rain for later use. Mismanaged soil rejects and hurries the water onto the flooded areas, carrying topsoil and silt along to clog the streams and river channels below.

In 1957 the Marshall County Soil Conservation District supervisors helped finance a trip to observe construction work in the Tongue River Watershed in North Dakota. The supervisors hoped to educate leading farmers and ranchers in the essentials of watershed improvement.

The county agent helped organize

the tours and included the local soil conservationist, the Agricultural Stabilization and Conservation office manager, and the Farmers Home Administration county supervisor.

All the farmers and ranchers who observed the Tongue River project became interested in watershed improvement and flood prevention. Watershed improvement, soil conservation, and flood prevention became important parts of Marshall County conservation. The Wild Rice Watershed was soon on its way.

Educational Coverage

To launch an educational program for small watershed improvement, local people must be told the purpose of the program. Local people should learn the part they have to play in the program and what it will do for them. They also need to know the part the Federal and State governments play in the program.

Local people should realize their benefits and their obligations in watershed improvement because it is their program. It is their program with Federal help, not a Federal program with local help. It should also be understood that the local people must adopt a plan of improvement that is sound from a standpoint of soil and water management, soil conservation, engineering, and wildlife development.

To give you an idea of procedure that has worked well in South Dakota, we will explain the educational program adopted in the Wild Rice Watershed. The Wild Rice has 75,000 acres in Marshall County, S. Dak., and at least 25,000 acres in Sargent County, N. Dak.

The Marshall County agent put the story before leading farmers and ranchers on the South Dakota side of the watershed. Most of these men had visited the North Dakota project and had firsthand information.



Extension, SCS, contractors, and landowners are represented in this group at the site of the first flood prevention dam built in the Wild Rice Watershed.

(See *Balancing Phases*, page 226)

Map Out Program Action

by ARLIE A. PIERSON, Plymouth County Extension Director, Iowa

LONGTIME program planning, whether you call it program projection or something else, has turned the eyes of extension workers toward the concept of balanced programs. And the reality of the balanced program has called for balanced program action.

The response to this need in Plymouth County has included two main points of emphasis: more complete and careful development of our annual plan of work: development and practice of teamwork in carrying out that plan.

Flexible Guide

The Plymouth County plan of work is the "road map" or the method that gives a balanced core program and which structures our main efforts for the year. This way we know we're following the dictates of the longtime needs. Yet, the plan, as it must, has flexibility so we can meet the unexpected quickly.

On August 5 this year hail severely damaged crops on 1,000 Plymouth County farms. On August 6 news releases were on their way to radio stations, television stations, and newspapers which serve the county.



A Plymouth County committee developed a plan for improved marketing of 4-H livestock projects.

Within a few days we were meeting in the hail area to discuss the effects of damage, ways of salvaging feed, and so on.

Here, as in most counties, program projection has brought pressure to shift from the technical prescription service to the fundamental job of providing adult education on agricultural, home economics, and related subjects. We believe that we can justify our time only on service which provides education and information to the people of the county. Sometimes we have to turn down tasks that do not fit this definition.

Emphasis in our program is shifting. Almost all of the material presented in our group meetings relates to one of our four areas of major program emphasis: farm and home management, farm policy, soil and water conservation, and youth development. We encourage people to call or come to our office for information and consultation.

Because of increased office contacts, we make fewer farm visits. But we also have more time and energy for planning and preparation of educational activities that have priority in our plan of work.

Shared Responsibilities

We believe teamwork to be a key note in our program action. Teamwork is important at three stages: within the county staff, with persons involved in specific problems, and among professional agency workers.

Our definition of teamwork within the county staff means that all members are involved in preparing our plan of work. And we coordinate our activities throughout the year.

A cornerstone of staff teamwork is our weekly office conference. This includes a review of the past week's activities and the activities coming up in the next 4 weeks. We find out what is going on, and we can combine efforts and avoid overlapping.

Obviously, we do not all work on all projects. But through teamwork we each contribute to the total effectiveness of a certain activity.

Take visits in the Farm and Home Development program, for example. The visiting team is the county extension director and the home economist. The home economist discusses a certain phase with the young farmer and his wife—such as family goals and home management decisions. The extension director may deal with questions on the farm business, or agricultural outlook.

At the time of farm and home record analysis, though, the county extension assistant and the district economist join the team.

Teamwork within the staff also covers broad planning of program activities. We all participate, for example, in the plans for family living and 4-H. At various stages, each of us may take some role in the leader training, workshops, individual contacts, home visits, or mass media efforts that support the programs.

Work with Leaders

Teamwork with leaders and others is important in many of the programs we carry out in Plymouth County—as it is in most counties across the country. And teamwork pays off in another way. It's often a fruitful approach to logical, acceptable solutions to program problems. Here's an example:

A number of folks were interested in a better way to market 4-H livestock projects following the county fair. A group of businessmen, fair board members, and 4-H leaders was named to tackle this problem. The group came up with a proposal, which was tried in 1959 with baby beef projects. The proposal pleased our local businessmen, 4-H leaders, and members. In 1960 it was broadened to include market sheep and swine.

This direct answer to a problem is a dividend from getting teamwork into extension programming.

An organization of professional agriculture workers helps provide teamwork of another kind in Plymouth County. This group includes extension personnel, SCS work unit con-

(See *Mapping Action*, page 228)

Opening the Doors of Opportunity

by E. C. WALLACE, Associate Chesterfield County Agent for Rural Development, South Carolina

PEOPLE in underdeveloped areas of South Carolina's Chesterfield County are finding the doors of opportunity opening wider.

Everywhere you go you'll hear the words "progress," "development," and "education." People in all walks of life are conscious of going places. Progress has become an epidemic.

What created this community climate? If you had been in the county since this movement started 5 years ago, you'd agree that it has been "RD."

Rural Development started here in the fall of 1956. Let's see, from the ground up, some accomplishments and the organization that started the movement.

Countywide Organization

Our first move was to call an organizational meeting. Farmers; businessmen; agricultural agencies; Department of Health, Education, and Welfare; and members of the County Development Board were invited. This group selected one member from each of the nine townships in the county to serve as a Rural Development Committee. Their job was to guide the countywide program.

A major aim of RD was to raise the standard of living of every family in the community. This could only be done, in most cases, by increasing family income.

We made a two-pronged attack on this problem. First, we started better planning and management of the existing program on individual farms; second, we started some new enterprise on the farm.

After studying the agricultural potential in the county, the rural development steering committee decided to promote poultry, swine, and truck crops. The group gathered information on production, financing, and

marketing. They made field trips to areas where the crops were being grown successfully.

We then called on the communities, neighborhoods, civic clubs, and churches. We wanted the cooperation of all organized groups. We found out that they too wanted to help.

The next 4 years can be summed up in one word—work. Luncheon meetings, supper meetings—an almost around-the-clock schedule! Believe me, though, it was fun—the kind of fun you have in working with people who want to be part of the program.

Agricultural Process

When the Rural Development Program started, there were approximately 8,000 laying hens in the county. Through RD this industry expanded to 122,000 layers, creating 86 additional jobs.

Two feed mills were constructed to grind and custom-mix home-grown grain. These mills provided an outlet for surplus grain. Due to the poultry expansion, producers in Chesterfield and adjoining counties formed a marketing federation known as the Carolina Cooperative Egg Federation.

By 1960 there were eight organized communities in the county. One, recognizing the need for additional cotton storage facilities, converted the auditorium of their old school building into a State bonded cotton warehouse. Over 900 bales were stored in the warehouse, and this project showed a profit of over \$2,000.



Organized rural communities were the main vehicle for taking the Rural Development program back to the farms.

Last year several farmers in one community started raising cucumbers under contract to a pickling company. Records kept by four farmers showed a net profit of \$123 per acre. This year 30 farmers filed contracts to grow 130 acres of cucumbers.

An example of agency cooperation is the Agricultural Stabilization and Conservation Committee's special practice of establishing up to 5 acres of pasture. This is applicable on farms with less than 5 acres of permanent pasture. The payment rate was increased from approximately 50 percent to 80 percent. This special practice was encouraged to provide means for grazing for a family cow, raising home-produced meat, and land conservation. Agricultural agencies provided technical assistance, including farm visits.

Industrial Growth

The Farmers Home Administration has made operating and farm ownership loans available to farmers in Rural Development counties who have full-time jobs off the farm. Industrial development in Chesterfield County offers a possible solution for the small farmer and also to keep young rural men and women from leaving. Since many farm families are working in industry and farming part-time, the FHA practice has proved helpful.

The Chesterfield County Industrial Development Board, of which exten-

(See *Open Doors*, page 228)

Farm Tour Goes to Town

by HUGH M. CULBERTSON, *Information Specialist*, WILLIAM J. KIMBALL, *Program Leader in Resource Development*, and RICHARD C. LOTT, *County Extension Agent, Program Consultant, Huron County, Michigan*

MICHIGAN has found that the demonstration plot—an old farm standby—has a place in town.

Seaman A. Knapp, extension pioneer, explained the success of farm demonstration plots this way:

"What a man hears, he may doubt,
"What he sees, he may possibly doubt,
"What he does himself, he cannot doubt."

Today's extension programs often reach beyond the line fence. For example, a new six-State pilot project sponsored by the Cooperative Extension Service and the Fund for Adult Education seeks to "focus attention on public affairs and community development."

In such efforts, extension doesn't stop with informing people. It seeks a change in attitude toward or outlook on an issue. And communication experts agree that personal contact can be valuable in these cases.

Huron is one of Michigan's two pilot counties in the FAE-CES project. Located 100 miles north of Detroit, it's been called the State's most rural county.

However, urban influences are an-

ious to get in. Factories in Detroit, Lansing, Flint, and other large cities want to build upstate.

These factories can provide jobs for small-town residents and part-time farmers. But they are reluctant to move into an area without adequate sewer and water facilities, police and fire protection, and zoning and building codes. Such developments require plenty of local initiative.

Operation Bootstrap

R. C. "Cap" Lott, Huron County program consultant for the FAE-CES project, looked for a "plot" to show what local support can accomplish. He selected Cass City, a rural community of 1,800 people, four miles south of the Huron County line.

In 1953, Cass City lost its one industry—a milk condensory. The loss put 75 men and women out of work.

Business and community leaders organized an industrial development corporation to solicit industry.

The corporation raised \$12,000 from citizens who had faith in their town. Then it bought some land plus a building shell. Water and sewer mains were extended to the new industrial area.

Next came a survey of resources. The development corporation published the results in a brochure on Cass City's industrial advantages.

Finally, a planning consultant was engaged to prepare a master program with zoning and a land use plan.

The community now has three factories, and a fourth is under construction. The industries employ about 420 people.

Visit Cass City today and you'll see new homes, school buildings, a 50-bed hospital, a community park with swimming pool and recreation facilities, municipal water and sewer

expansion, and new commercial developments.

The factories indirectly brought such things as better dental and medical care and more retail business and services.

Tour Arranged

The first step in arranging a tour was to contact Cass City's industrial promotion leaders.

Clifford Croft and Herbert Ludlow, members of the development corporation, told "Cap" they would gladly help organize a tour showing what their community had done.

Local utility people with community development interests also offered their cooperation and support.

"Cap" and the county extension staff appointed tour committees from Huron and Tuscola Counties. The committees arranged the program, transportation, a meeting place, refreshments, and other details.

At 7 p.m., June 13, 1960, 110 people from Huron County met at the Cass City High School.

First came a tour of three industrial plants. The visitors saw how each plant worked and what it produced. Plant executives held conducted tours, answered questions, and explained why they chose Cass City.

After the tour, the visitors reassembled at the high school for a panel discussion on Cass City's community development program. The panelists came up with this list of important factors that industry looks for:

- Land sites at a reasonable price.
- Sewer and water facilities.
- Zoning and land use.
- Schools.
- Truck and rail facilities.
- Doctors and hospitals.
- Recreational facilities, especially for the young.

The visitors saw what can happen when service clubs, business leaders, municipal officials, and all citizens work together in long-term planning for community development.

Ward Hodge, a school principal at the town of Kinde, summed up:

"The tour provided Huron County people a good chance to observe the excellent community planning in Cass City. I had never realized the town had so much industrial activity."



Tour visitors examine automobile floor mats made by one of Cass City's new industries.

Your Greatest Asset

by GEORGE R. HERBST, County Agricultural Agent, and MRS. MARTHA L. STAMPER, Home Demonstration Agent, Owen County, Kentucky

EFFECTIVE civic-minded leaders are the greatest asset county extension agents have in launching and carrying out an extension program.

Every county has potential leaders. The problem is to create an atmosphere where this leadership can be brought together to share ideas and start action on worthwhile projects.

We try to pool our leadership resources in the county extension council. This organization consists of representatives from farm commodity committees, homemaker clubs, 4-H council, Farm Bureau, civic clubs, board of education, fiscal court, and other agricultural agencies.

Pointing Out Problems

The extension council itself is organized into subcommittees with each council member on at least one. The subcommittees are: community development, education, youth, soils and crops, livestock, alternative source of income—agricultural, alternative source of income—industrial, and home management.

Three years ago the council developed a longtime program for the county based on the problems confronting people in the areas named above. In developing the longtime program, the council called in various persons as "resource persons" to furnish factual information about the county. This longtime program is a guide for the agents when working with the various committees in planning and carrying out the annual program.

By this process of planning, the county extension council has been instrumental in forming a community

water system serving about 250 rural families. The need for an adequate supply of running water was brought out in the planning meetings, and action was taken to make this a reality.

As a followup on the value and use of running water, the council held a water clinic in cooperation with seven local dealers and two electric utility companies. The clinic informed people how to properly install and use running water.

To boost the recreational program for youth, improvement of recreational facilities was included in the council's plans. Through the work of the council and other interested groups, a swimming beach was created on a county lake, a recreation room in the City Hall was made available to young people, and a skating rink was opened during the winter months.

Farming Advances

The livestock subcommittee worked closely with the Livestock Improvement Association in petitioning the county for the Area Brucellosis Program. They also lead organization of the county for testing.

They also recognized that dairying was the largest source of income from livestock in the county and that it was growing rapidly. To encourage efficient production, both the DHIA and WADAM programs were started. A local cheese factory has supported



Lack of recreation for county youth inspired the extension council to secure permission for and set up a beach on a local lake.

the council in starting these two programs.

As an alternative source of income, several farmers went into commercial egg production. Because of encouragement from the council, an egg grading and packaging station was set up to provide a market for local producers. Now, there are about 50,000 layers in commercial flocks.

Homemaker clubs, through a citizenship program, sold markers to improve the appearance of rural mail boxes and to help identify farm families.

Additional Contributions

In addition to these projects, the county extension council had a part in: an art exhibit at the county fair; street numbers for houses in town; more telephone service; Boy Scouts, Girl Scouts, and Cub Scouts reactivated; 4-H leadership increased; artificial dairy cow breeding increased; one of the largest dairy shows in the State developed; and a longtime program set up for homemaker clubs.

The extension council couldn't accomplish all this singlehandedly. The improvements were made by forming an organization where effective leadership could be welded together and headed in the right direction. Through the county extension council, many of our leaders' ideas have been put into action for the betterment of the people in the county.

Team Up with County People

by J. R. CHAVEZ, Santa Fe County Extension Agent, New Mexico

PUTTING our heads together at a staff meeting twice a month is only the start in carrying out a well-balanced extension program in Santa Fe County.

The sometimes all-day sessions are well worth the time, as they serve to evaluate and tie in the individual efforts of the county agent, associate or 4-H club agent, home demonstration agent, assistant home agent, a part-time Rural Development agent and his secretary, as well as the office secretary. We feel like the board of directors of a branch of a large corporation and hold our meetings in much the same manner.

Local Organization

Our program is developed at the community level through program planning meetings held annually in 17 communities. Getting the largest possible number of people in each area to attend is important. Projects of vital interest to the particular community, such as improving or securing new roads or better recreational facilities, are incentives. Enthusiasm in this direction is the next step to getting a responsive group of individuals to discuss other problems and desired goals for their locality.

To establish local leadership and responsibility, as well as to assure orderly discussion and recommendations, a chairman, vice chairman, and secretary are elected. In addition, a delegate and alternate are selected to represent the community at the county overall planning and projection committee meeting.

In brief, specific problems are given careful consideration and recommendations for their solution are made. These are finally presented at the county level for action. Planning meetings establish the local need involving the people themselves, there-

by helping to map out our program of work.

When people become interested in working out their own problems by serving on project committees, this is the most effective tool we have for getting the job accomplished.

To use a simple illustration: Acting on the recommendations for the need to control prairie dogs, a Santa Fe County committee was appointed to take care of the matter. The proper agency was notified (in this case the Fish & Wildlife Service which works through the committee directly with the landowners involved) and prairie dogs were promptly controlled. This eliminated repetitious and time consuming individual contacts.

This, of course, was a simple project. More complex projects, such as land use planning with reference to roads, soil and water conservation, health and nutrition, or youth and recreation involve special appropriations and other agency participation. Such projects require extensive organization over a period of time to realize accomplishment.

Staff Jobs

We have not eliminated individual contacts. On the contrary, since leaders are the basis of progressive extension programs, their interest must be personally appreciated and encouraged. Also, through individual contacts new or future leaders are discovered.

Following sound planning procedure, development of active leadership, and clearly established projection, research is the basic resource from which we draw.

Our educational methods have to be tailored to the specific jobs to be done, keeping in mind the trend toward smaller, more specialized audiences. This requires greater and se-

lective use of specialists, direct mail, and timely information through the press, radio, and service clubs. Teaching aids through such media must be constantly evaluated to make sure they are applicable to the specific need.

Also closely related in our work is the guidance in obtaining special assistance from other agencies and organizations and in providing adequate material to the clubs and groups that are part of the extension family.

INTO ACTION

(From page 213)

sistant agent at 4-H club meetings. Two 4-H leader meetings have been devoted to this topic. A college dean and a home economics school head have been speakers. These meetings, along with advanced 4-H activities, such as the 5-calf feeding projects and ton-litter pig projects, have aided in filling requests for help to older 4-H members.

Nutrition. A program on healthful desserts has been organized as one of the first home program lessons tied to long-range recommendations.

Civil Defense. In cooperation with the local civil defense director, the home agent has conducted meetings for more than 800 women on civil defense and preparedness in the home.

Public affairs understanding. This problem has been attacked by a series of forums, involving two or three counties, on world trade, marketing, and factors affecting prices. A series of meetings, newspaper and radio publicity, and a publication, *Know Your County Government*, answered a need for information on taxes, roads, and county welfare.

Farm operation problems. Intensified farm visits, using specialists on topics like farm building, feedlot layout, and housing, have been made during the past 2 years.

These examples of activities by Chippewa County extension agents begin with needs and requests from county people. The program has made yearly planning very simple; we merely select from the long-range planning recommendations. Adding new ones, dropping those completed, and continuing emphasis on others are processes that never seem to end.



Rules of Thumb for PROGRAM ACTION

by FREDERICK A. KUNZ, former Human Relations and Child Development Specialist, New Hampshire

ANY program, in extension or elsewhere, may only be considered good if it meets the needs of the people for whom it was intended.

It is one thing to develop such a program, and quite another thing to get it off the ground.

In New Hampshire's recent Family Life Day activity we tried to follow some simple rules-of-thumb in moving the program into action. Once it had been determined that we had an audience with needs that we could reasonably meet through such an extension activity, we began to talk.

We talked with the State leader, home agents, 4-H people. They in turn began to talk to other folk. Some were enthusiastic, some skeptical, and some were discouraging. We talked with people outside of the extension family, people with experience in planning all-day conferences.

We studied printed programs that other groups in family life had prepared, and we read pamphlets on how to do it.

Timed Planning

Often a good program fails to get going because it becomes water-logged with extensive planning. If the wheels are set in motion too early, momentum is apt to decrease.

Therefore, we selected a preplan-

ning or steering committee and announced the date and place of the Family Life Day. Home agents mentioned the date at their meetings and in their newsletters. But the initial action, putting committees into full swing, did not take place until about 2 months before the conference.

That was our first rule of thumb: Don't let the program lose its momentum and kill interest by starting specific action too early.

Committee Cues

Generally speaking, there are two kinds of committees. Those that are prestige-oriented and those that are task-oriented.

The role of the first is to gain support for the project through the presence of important names. This is both legitimate and necessary, but often such members have little time or other contribution to make.

A task-oriented committee, on the other hand, is a working group composed of individuals who can contribute time, ideas, and labor. It is imperative to have working committees with a majority of such persons.

Appointing too many people to committees can bog down a project and dissipate its energies. For our project we involved some well-known persons in related organizations.

We tried to appoint active, alert chairmen. We kept the number of committees at a minimum, and whenever possible let the chairman select his committee members. A minimum of meetings, together with a balance in committee membership, met another rule of thumb.

Remember the Audience

A third rule of thumb important to the success of our project was remembering that the program is for people. We needed to sharpen the theme so it could be understood and be meaningful in their terms. We tried to make it succinct but challenging.

The theme was played up in the agents' newsletters and again in the flier that was mailed to hundreds of homemakers shortly before Family Living Day.

We tried to give the program a change of pace remembering that not all people are interested in the same stage of family development or its problems. Some people like speakers; some like panels; others may prefer socio-drama, group discussion, or exhibits. Four persons with distinct backgrounds and interests in family life were asked to participate in the program.

Not everyone is going to be happy with one program, but such an ideal becomes nearer reality if the program is planned for them.

It was mainly through these rules of thumb that we moved our program, New Dimensions in Family Living, into action. As a result, over 500 women from the State came to the University of New Hampshire to participate in an educational function different from what they had experienced before in extension's program in family life.

Their pleasure with it was evidenced by the comments made at the end of the session, later to agents, and through letters of appreciation. Attendance at the final session did not lag even though there had been ample opportunity for leaving.

The staff feels that one of the best results will be activation of the entire extension program because of the success of moving this activity into action and the interest it created in this area of extension education.

Changing Our Approach

by CLAUDE E. LEWIS, Webster County Agent, Missouri

THROUGHOUT the history of extension there have been many changes. These changes include methods of presentation as well as teaching material or subject matter. It's true that we still rely on the demonstration, which is as old as extension itself. But, since the birth of the demonstration, there have been many innovations.

In recent years, for instance, television and radio have become important aids to mass communications. Extension workers are now trained to make better use of newspapers as a teaching media.

Since the release of the Scope Report and guide, most extension workers are taking a rather searching look at their county programs. Even though changes are in order, this will not happen overnight. But if we don't have the courage to make the changes necessary, we're going to lose a considerable part of our audience.

These are some of the problems we face in Webster County.

Attendance at our subject matter meetings has declined during the past few years. We not only have fewer farmers but many of those remaining are part-time operators.

The increasing number of wives who now work away from home creates problems in holding extension clubs together. A combination of these factors has made 4-H leaders scarce.

About 3 years ago, we discussed these problems rather thoroughly with our extension council. Among other things, there was agreement that we should put considerable emphasis on working with young homemakers and young farm couples. The term "young" was applied to those up to and including 35 years of age.

Our State office was also considering expanding our work with this group. Subject matter was being developed for use with schools for young homemakers and young farm couples.

Armed with an outline developed by extension specialists, plus advance

preparation, our first venture was a young homemakers class in the fall of 1957. This class on "management in the home" was held in two towns.

Enrollment at both schools was 47, and 41 of each class graduated. Attendance at three of the four class meetings was required for graduation. In 1958, a school on home decorating was held. Thirty-one enrolled and 23 finished. Last year, 25 enrolled and 19 graduated from the school on "you are what you eat."

From this class came the idea for special interest groups. These groups will meet about four times a year, with subject matter to be determined by a committee of these young homemakers. Two such meetings have already been held, one on baking holiday breads and one on salads.

In the spring of 1960, a class in "simplified sewing" was planned. This was a series of seven meetings climaxing with a style show.

All of these meetings have been conducted by Frances Pringle, home agent, with the help of the home economist of the local electric cooperative and a local high school home economics teacher.

Farming Subjects

Encouraged by the success of the young homemaker classes, the first school in farm management for young farm couples was held in early 1959. The title of the series, which included four meetings, was Let's Take a Look at Your Farm Business. Average attendance was 14.

The class of 1960 has just been completed. Average attendance was 22 with a top attendance of 29. This top session was on "cutting the costs that cut the profits." It was interesting to note that the wives attended practically all of the meetings.

Both of the 1960 young couples' schools were conducted by the county staff. Class outlines were developed by farm management specialists and the State 4-H agent assigned to young men and women's work.

Webster County extension workers feel that these schools have been a highlight of our county program. They have been outstanding both in attendance and in results obtained.

It's difficult to determine who gained most—the students or agents.



Webster County Agent Claude Lewis (facing camera, extreme right) makes a point during young couples' school session on "cutting costs that cut profits."

Information Program Builds Good Relations

by JESSIE E. HEATHMAN, *Assistant Editor, Illinois*

WHAT we need is a good public relations program. We've been talking about it for years. Why don't we get busy?"

These comments, made by Mrs. Elmer Ekdahl, home bureau member, brought immediate action. The executive board was called into session; the vote was "yes," and the Illinois Home Bureau Federation Public Information Program was born.

Grasping the Idea

The members were aware of the size of their undertaking. The program had to be a continuing one to be effective. It would require careful planning and skillful organization. Finances would be needed.

Nevertheless, they did not hesitate. The Illinois Home Bureau Federation had been organized in 1924 and incorporated in 1932. It had a strong program of work, a net worth of more than \$16,000, and more than 47,000 members in good standing. The need for such a program was real and members were confident of its success.

The purpose of the project was clearly defined from the beginning. The program must be designed to inform people in all walks of life of the organization, its purpose, its philosophy, its activities. It must supplement and promote the home economics extension program. It must not duplicate the work of the county home adviser.

Planning and setting up a longtime program to carry out this purpose statewide was neither simple nor easy to accomplish. Members knew that they needed direction and wise counsel. They asked Hugh Muncy, executive vice president of the educational division, Illinois Retail Merchants

Association, to take the lead. The author was invited to represent the extension editorial office.

The first step was to establish a line of command and to define channels. A State information chairman and 10 district information chairmen were appointed. Counties were asked to name their chairmen and units were asked to do the same.

All available channels of communication were to be used in implementing the program—radio, television, daily and weekly newspapers, county and State newsletters. The importance of person-to-person communication was emphasized. Local, county, and State meetings were listed as vital channels, and plans were outlined for using them.

Program Direction

By early 1959, the program had been drafted and given direction. At the annual meeting of the federation, members made the information project a part of their program-of-work and budgeted money to finance it for the year. Immediately, a training school for executive board members and district chairmen was scheduled.

An information handbook set forth the purpose and organization of the program. Sections were included on the use of media, the history of the federation, the home economics extension council, the county home adviser, information flow charts. The name and address of every daily and weekly newspaper and every radio



Leaders of the Illinois public information program selected chairmen so that each district in the State was represented.

and television station in the State were listed by districts.

In 1960 training schools for county chairmen were held in all of the districts, with almost 100 percent attendance. About half of the counties in turn set up training sessions for their unit chairmen. Membership was the theme for the meetings and membership chairmen were invited to attend and work with the information chairmen.

Measuring Success

The plan was far more successful than had been anticipated. It gave membership chairmen an understanding of the project and some idea of the potential of such a program in building membership.

How successful is the program at the end of the 2-year period? Is it worth the time, energy, and money required? Can results be measured?

Ask the questions in almost any county and the answer will be in the affirmative. No member is so optimistic as to say that the program is working perfectly in every area. But, she will tell you that it is well started in more than 50 counties and seems to be "catching on." Some results are evident.

Membership has grown in the counties where the information program is strong. Press, radio, and television coverage has increased. Community interest in the Federation and its

(See Good Relations, page 230)

REAL LEADERS

(From page 215)

ships with their local veterinarians. Discussions in refresher courses and other veterinarian contacts have paved the way for local veterinarians' contributions to educational programs. When large and continuing programs are mounted, such as brucellosis and matitis control, local veterinarians are willing to act as technical resource persons in these educational efforts. Such relationships are fostered and kept active by joint meetings of county extension directors with the veterinarians of their counties.

Iowa's extension veterinarians are sold on the results of their leader training with veterinarians.

In Dr. Herrick's words: "By spending time in technical education of veterinarians, we've encouraged the dissemination of ideas to more livestock producers than could have been done by other methods. A large-animal practitioner may have from 200 to 500 clients. When he takes a hand in diffusing ideas and helps implement an educational program through personal contacts with his clients, the results can't be matched by any other methods we know today."

BALANCING PHASES

(From page 217)

The soil conservationist, the Agricultural Stabilization and Conservation office manager, and the Farmers Home Administration County Supervisor were present. The agent was assisted by the State watershed party leader from the Soil Conservation Service and the extension watershed specialist.

In a roundtable discussion each one asked questions and expressed his opinions on the program. The entire watershed program was discussed but details were omitted. The meeting was intended to determine if the program would be practical.

The farmers and ranchers present were favorably impressed and decided to recommend the program to the people of the watershed. A steering committee of farmers and ranchers, representing the whole watershed, was chosen. This committee included

people not present, but representative of certain areas.

A series of three meetings was suggested to give the people a picture of the entire program. It was also suggested that an instruction book be made up covering the topics to be discussed. Reference material was expected to be helpful.

The steering committee members organized educational meetings intended to inform all the people. After planning assistance by the watershed party leader and the specialist, the chairman of the steering committee, assisted by the county agent and the local soil conservationist, conducted the meetings.

This plan has been adopted, with some modification, in other South Dakota watersheds. Local conditions help determine the educational program needed.

Public Discussion

The series of meetings was held in five different locations. The general purpose of watershed improvement was first discussed. Boundaries of the Wild Rice Watershed of both North and South Dakota were shown on a map.

Local people wanted to know what the Federal Government would contribute toward the development and also to learn about their obligations. The last meeting generally was devoted to the reasons for organizing a watershed area as a Watershed District under the South Dakota Watershed Act. The best method of organizing the particular watershed district was discussed and decided on.

It was made clear that the Federal Government's contribution to the watershed is provided for in Public Law 566. The authority for local people to play their part in the program comes from the State Watershed Act. These two acts were analyzed and discussed during the educational meetings.

With accurate knowledge of the program the people were ready to act. The Wild Rice Watershed is now better than 50 percent along in the construction stage.

The general educational methods used successfully in the Wild Rice Watershed may serve as an educational guide for use in other watersheds.

TRIAL PROGRAM

(From page 216)

The 4-H Honor Club took soil samples for farmers as one of its projects. More than twice the number of soil samples were taken the first 6 months of this year than in all of 1959.

Involvement of people is one secret of success of the program, Lawrence agents feel. The home demonstration clubs, 4-H clubs, community organizations, civic clubs, business firms, and agricultural agencies are all involved in some action phase.

The program, its objectives, its possibilities, and its results, have been brought before the public in dramatic ways and on a continuing basis.

"It has brought to focus the problems we have and the enormous potential of agriculture in Lawrence County," says County Agent Ralph Ring. The staff has seen this concentrated soil building program as a take-off point for reaching an ever greater number of farm families with a total farm-home program based on fertile soils.

Implications Seen

Agents and specialists see this program as a step-by-step educational procedure based on extension's experience with the way people learn, their involvement in planning and taking action, and the use of as many information channels as possible to reach as many people as possible. Many agents have developed the know-how for different aspects of such work. This program is an attempt to concentrate all this know-how on a basic step in agricultural progress.

This year, six additional counties started the soil fertility program. Five of these are Rural Development counties, which see possibilities for speeding up their county programs. Agents in other counties are taking a close look at its progress, and many of them are adapting some of the procedures.

This, of course, is the value of guinea-pig trial of new things by a few counties. We see this as opening the door to similar use of the procedures in all our Tennessee counties.

Welding Together Youth Programs

by O. DONALD MEADERS, Assistant Professor, Teacher Education, Upper Peninsula, Michigan

THE Upper Peninsula Youth Workers Council has been an effective tool for improving communications among youth programs.

Professional youth workers, as members of the council, have become better acquainted with each other's program, shared information about leadership training needs and programs, sponsored a workshop for lay leadership training in recreation, and conducted a series of television programs describing the activities and purposes of the various youth organizations.

Now the group is considering how they can contribute to the development of a districtwide council of all youth-serving agencies and groups, as a followup to the White House Conference on Children and Youth.

The Upper Peninsula Youth Council involves professional youth leaders from key youth groups. Leaders, representing Future Homemakers of America, Future Farmers of America, YMCA, 4-H, Boy Scouts, Girl Scouts, Methodist Youth Fellowships, and

Luther Leagues, have continued active participation since the council was organized 2 years ago.

Experience with the group has proven that such a youth workers council can boost the effectiveness of the individual organizations, can make their total influence on the community have a greater impact, and can prevent overlapping in meeting youth needs.

Experience has indicated that such a group must be organized voluntarily. The group must meet regularly, cooperative efforts must demonstrate the organization's value to council members, and recognition and responsibility should be channeled back through individual youth organizations.

Early in the fall of 1958, representatives from 10 youth organizations met at the invitation of District Extension Director Daniel W. Sturt. They were to discuss problems faced by their organizations and faced by youth in the peninsula.

Enumerating Problems

Three major problems of the organizations in their efforts to serve more effectively were: how to reach youth not now involved, recruiting and training leaders, and coordination of youth programs within a community.

Some of the major problems faced by youth in the Upper Peninsula were believed to be: choosing and preparing for a career, developing personal religious beliefs and moral standards, finding adults interested in helping them, and developing good relationships with their parents.

At the official organization meeting, the purpose for the council was spelled out as follows:

- Discover, through discussion, needs of youth in the Upper Peninsula.

- Discover ways of reaching youth who were not being served.
- Increase efficiency in working with the groups now served.
- Carry out any cooperative projects which seem feasible and will help serve the maximum number of youth in all areas of their living.

One of the first projects was a council-sponsored workshop for lay leadership training in recreation. Three council members served as a committee to determine interest in a recreation workshop by leaders of organizations within the selected community.

The Boy Scout executive worked directly with his district executives. They contacted and encouraged representatives who could benefit from the workshop. Churches, 4-H clubs, and several local groups did the same.

Through the council the workshop program was developed, resource persons were secured, and publicity materials prepared. However, each organization was responsible for contacts and promotion within its own membership.

Public Appeal

A series of TV shows featuring the work of the various youth organizations was presented during a regular Michigan State University program. Each youth organization determined the content of its 15-minute show.

Programs were presented by Future Farmers of America, Boy Scouts of America, YMCA, 4-H, and protestant youth fellowships. They promote interest in and better understanding of the work of all youth organizations.

Here again, the professional leaders, as members of the Youth Workers Council, prepared and agreed on the broad framework of the TV project. In turn, they worked within their own groups to plan and present the shows—another illustration of the feedback to individual organizations through their representatives on the council.

Membership in the council is entirely voluntary and the identification of all member groups is maintained. Sometimes a joint project is conducted by only a few of the groups

(See Youth Programs, page 230)



A series of television programs explained the purposes of the various organizations in Upper Peninsula Youth Workers Council.

PROGRAM PROOF

(From page 212)

mittee reports for his particular field of work.

The parish extension chairman is responsible for coordinating dates for subcommittee meetings with the different agents, arranging for a meeting place, dividing and delegating the work to be done, and assisting agents. He must arrange for the necessary contacts of subcommittee chairmen. He must be responsible for a meeting agenda and explain the purpose of an advisory committee. He must recognize the leaders for their assistance in program planning, and praise the chairmen. The parish extension chairman obtains specialists' assistance and publicizes the program whenever practical.

The agents feel that the following could improve the program development process: serving a meal to the group, involving more people in planning, greater use of publicity, more thorough use of specialists, improving subcommittees, and increasing attendance and participation.

Vermilion Parish extension agents and the people are proud of their parish farm and home program. However, it is not unique and is being evaluated periodically.

OPEN DOORS

(From page 219)

sion agents are members, and the Chesterfield Chamber of Commerce located a garment plant. This will employ 100 persons and a textile plant will employ 700 to 1,000 people. Another garment plant which will employ 50 has just started construction.

These new industries will mean much to small farmers. It is expected that at least one member of most families will have a steady off the farm income. This income will help raise living standards.

Many of our industrial plants now require employees to have a high school diploma. To impress high school students with the advantages of a diploma, extension agents conducted a Stay-in-School Program. Speakers from industry, business,

armed forces, and home economics talked to students of all six county high schools on education as related to their particular fields.

Many accomplishments and improvements have been made in small towns. In Patrick, a new post office and recreation park were completed, and the town entered the Finer Carolina Contest.

In Jefferson, a watermelon and produce market was built. The town constructed a 400,000-gallon water tank which will enable a local mill to expand operations.

In Pageland, the watermelon market was relocated and expanded. A hog-buying station was set up in another town to facilitate marketing of finished market hogs.

The town of Chesterfield also constructed a water tank to expand its industrial potential. Citizens and businessmen raised approximately \$50,000 to construct its new clothing mill.

In Cheraw, a modern 30-bed hospital has been completed. Twenty roadside marketing stands have been built to sell peaches, watermelons, cantaloupes, grapes, and vegetables.

Members of a community donated money, materials, and labor to construct a new community center. Another community turned an old school building into an attractive recreation center and meeting place. As a result, the community won the State Community Development contest.

Family Security

Rural Development is doing its job so well that the head of the Department of Public Welfare foresees the time when his department will handle little or no funds, but will perform various services.

One reason for reduced welfare payments is the Social Security program for farmers. Instead of drawing welfare checks, older farm families are drawing Social Security checks. Extension agents have counseled many families, held meetings on Social Security, and assisted families in compiling figures.

Better homes, better nutrition, better clothing, and improved family life are goals of the home agents' department.

Schools for community leaders have been held on canning, pressure cooking, selecting and buying clothing, home grounds beautification, nutrition, home improvement, and home gardening.

Home gardens are stressed in the program to provide fresh vegetables for the family and to produce food for conservation.

The future of Rural Development in Chesterfield County looks very promising. RD offers extension agents and other government workers their best opportunity to assist rural families. No better way has been devised for organizing communities for future industrial, educational, recreational, and religious development.

It is important that extension agents maintain a close working relationship with State and county development boards and chambers of commerce. They should be in a position to exploit every opportunity for industrial, as well as agricultural, development in the county.

MAPPING ACTION

(From page 218)

servationist, ASC office manager, vocational agriculture instructors, veterans instructors, FHA supervisor, and the USDA livestock health inspector.

This group meets for an informal dinner and discussion once a month. Everyone gets 10 minutes or so to talk about his activities, particularly as individual activities are related to the work of the others. We start early and get through in time for those who also have evening meetings to attend. The group likes it. Seldom are more than one or two persons missing.

In summary, the Plymouth County approach to putting a balanced extension program into action begins with a complete, but flexible, plan of work that reflects the purposes and goals of the program. Then we build teamwork within the staff, among professional workers, and with advisers and leaders concerned and interested in the problems that are being attacked.

The two are companions. It would be difficult to go far with either alone—at least that's the way it looks to the staff in Plymouth County.

Awareness Stimulates County Improvement

by ROBERT BIRDSELL, *Information Specialist, Oregon*

LOCKED between the coastal range and the Pacific Ocean, Curry County's tight little valleys are the antithesis of "asphalt jungles."

But local folk have found that trouble festers where shifting populations and pressures of economic growth are forcing adjustments.

Curry County's problem has been too many people too fast. Still thinly populated, as measured against many rural areas, it is Oregon's fastest growing county, percentagewise.

Interstate highway construction the length of the county, harbor improvement, and opening of new forest lands to logging have brought a new, mobile population.

Mixed Blessings

This influx of people with the attendant opportunities and responsibilities was well underway in 1956 when Curry County's Extension Council faced up to the "pluses and minuses" in their 10-year outlook planning conference.

Coupled with an enviable population increase and healthy economic growth, council members found disturbing signs of increased juvenile delinquency, statistics of divorce, teenage marriages, and lack of child-rearing standards in the new loose-rooted communities.

Other problems lent themselves more readily to direct action. The council helped bring about a reappraisal of county property for tax purposes. They gave helpful support in getting more access roads built into the National Forest and improved transportation facilities to haul lumber to market. Roads are being built and the county seat now has a \$4 million harbor.

But the question of the county's young people kept recurring in extension council meetings. Roads, harbors, and taxes were one thing—but family relations and sociological matters were another. Not only was the field of study complex, but it was a problem just how and where to take hold of it.

The council began mapping a program that pointed up the need for a county juvenile officer and an extended educational program to study youth problems. The county court also recognized this need and appointed a juvenile officer.

Carrying the ball in the educational program was a special committee on youth problems. It was composed of county extension agents, council members, the newly-appointed juvenile officer, a minister, school teachers, city police officers, the county judge, and parents.

Youth Problem Areas

The committee isolated five problem areas for concerted action: Enforcement of school attendance law, understanding juvenile laws and the work of the county juvenile court, keeping young people from becoming delinquent, lack of employment opportunities for young people, and informing the whole community on juvenile problems and possible corrections.

Committee members realized that an educational program was needed to help parents understand children and the causes of delinquency. It became apparent, however, that no cut-and-dried formula or book could give parents all the answers.

Tackling first things first, the committee set out to "get the facts"—



Neighborhood discussion groups met in homes throughout Curry County to tackle youth problems.

to survey, to analyze, and marshal information for an educational program. Subcommittees concentrated in specific phases of the program. In the thick of things were county agents Louis Oester, Wilbert Anderson, and Mrs. Sylvia Lee.

Through its ties to Oregon State College, the county extension service brought in a sociologist and State Extension Agent Jackson Ross to help compile factual material for the education program.

Rousing Public Interest

Next came the problem of getting the information out to the people—and getting it beyond surface awareness into the thinking, talking, and action stages.

Fortunately, extension had a backlog of experience in generating community discussion of public issues. Great Decisions programs in Oregon—informal group discussions and balloting on State, national, and foreign policies—have received key leadership from Oregon extension for the past 4 years.

Curry County leaders decided to use the Great Decisions program method of having interested persons organize neighborhood discussion groups to meet regularly and discuss the juvenile delinquency problem.

First step for the committee was to arrange study materials in several phases so each could be discussed at a single meeting. Key discussion questions were formulated and opin-

(See Awareness, page 230)

UNDERSTANDING

(From page 211)

extension staff as needed to insure adequate understanding of the process.

Experienced agents find that providing local leaders an opportunity to accept responsibility for and make specific contributions to the action phase of the program multiplies effectiveness. It also provides experiences for leaders which further develop their leadership capabilities. Such leaders have demonstrated that they can not only discharge such responsibilities in an effective and competent manner, but also that they value the privilege.

Further involvement and development of local leaders contributes to continuously increasing county program effectiveness as these leaders are given more challenging assignments and as still other leaders are involved.

YOUTH PROGRAMS

(From page 227)

represented, such as a leadership exchange conducted by the YMCA and Future Farmers of America.

A boy from FFA attended the Hi-Y Leadership Training Camp and in June 1960, a representative of the YMCA participated in the annual leadership training conference conducted by the FFA. Both youth groups have profited from better understanding of the aims and purposes of each program.

During August 1960, a followup meeting on the White House Conference on Children and Youth was attended by more than 40 leaders of youth-serving agencies and groups in the Upper Peninsula district. Nearly all of the Youth Workers Council members were present and now offer help in organizing to implement recommendations from the regional, State, and national White House Conferences.

Through the various youth organizations many young people will have an opportunity to do things closely related to vocational success. Programs listing the Explorer Scout, 4-H, and the career-choice projects help both parents and youth see more clearly career opportunities. The

youth council is one means of increasing the effectiveness of these programs.

Choosing a career has been identified by youth as their number one problem. Teacher trainees can benefit from the realization that assisting youth to make wise choices in career planning is more than a concern of public school teachers. There are many opportunities, through strengthened communications among youth workers and their organizations, to effect both in-school and out-of-school vocational programs for youth.

GOOD RELATIONS

(From page 225)

activities seems to be more widespread. Interest in the home economics extension program is on the upswing.

Attendance at county, State, national, and international conferences has increased. Ninety-four of the 96 county organizations were represented at the Citizenship and Organization Conference in June.

More than a dozen members attended the Associated Country Women of the World Conference held in Scotland last year.

Approximately 400 members attended the National Home Demonstration Council Conference in Wisconsin. Many women contacted editors and program directors in advance and arranged to send them information about the meeting. On-the-spot recordings were dispatched to 16 local stations and more than 75 releases mailed to daily and weekly papers.

District and county training schools have been scheduled for 1961 around the theme, Food for Peace. International relations chairmen have been invited to attend and work with the information team.

Perhaps even more important than the growth of interest in the federation and its activities, is the development of the women who are participating. In the words of one member, "We have gained self-confidence. We have a far better understanding of our own organization and its program of work. The information work has strengthened our program and given us stature."

AWARENESS

(From page 229)

ion ballots were included for participants to register their convictions. These were tabulated at the county extension office.

Needed action to create public interest, to organize discussion groups, and to distribute study materials was channeled through existing organizations: Parent-Teachers Association council, the county home economics council, and the county White House Conference Committee on Children and Youth.

Representatives of these county organizations returned to their communities and presented the information before their local organizations, laying the groundwork for community study groups.

These informal discussion groups were made up of five to 10 persons who gathered for evening or afternoon meetings in the homes of their friends. Armed with the locally-prepared fact sheets they delved into many critical needs for youth.

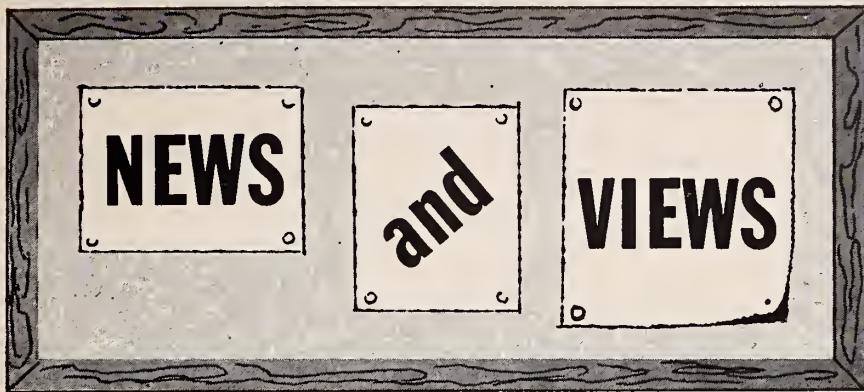
The studies included community youth centers, summer programs, vocational training, gifted and retarded children, psychiatric services, and improved medical services.

Benefits of Involvement

A significant aspect of this accent on youth was the actual involvement of youth throughout the program. High school student officers, Boy Scouts, 4-H club members—a complete cross section of young people—were involved in subcommittees gathering facts for the program. And young people were active participants in the followup discussions by neighborhood groups.

It is too early to measure full results of these group discussions in the communities. Many recommendations, such as a youth employment center, improved youth counseling and health services, and summer recreational programs are now in effect.

But perhaps the greatest good was inherent throughout the program— involving many people and many organizations in a study and discussion that has made the entire county aware of the day-to-day attitudes and human relations that determine the strengths and weaknesses of a society.



Huffman Promoted to Deputy Administrator

Gerald H. Huffman, assistant administrator for programs since February 1958, has been named deputy administrator of the Federal Extension Service. He succeeds P. V. Kepner, who was promoted to administrator in September.

As assistant administrator, Mr. Huffman was responsible for the agency's five program divisions. He worked closely with State Extension Services, USDA agencies, and other Federal agencies.

The new deputy administrator is well known among county agents. From 1954 to 1958, he was field representative of the administrator and consulted regularly with NACAA officers.

Mr. Huffman began his extension career as an Ohio county agent. He was a member of the Buckeye State's extension staff from 1938 to 1949. From 1949 through August 1954, he served as extension specialist with Economic Cooperation Administration missions in Italy and France.

A 1936 graduate of Ohio State University, Mr. Huffman did graduate study in administration at Harvard University. He was born and reared on a farm near Milford Center, Ohio.

Plans Advance For 4-H Week

Six top-ranking 4-H'ers will be selected this month to represent the 2½ million club members in making a Report to the Nation during 4-H Club Week, March 5 to 12. Packets of promotional ideas for Club Week have already been sent to States for county distribution.

The national delegates are to be chosen at National 4-H Club Congress, Nov. 27 through Dec 1. Besides a varied and outstanding 4-H record, poise, and communication talents, candidates are considered for personality, appearance, and grooming.

The young people come to Washington, D. C. to report to national leaders about youth's accomplishments through 4-H and to outline plans for the year ahead. The group will go from Washington to New York for broadcasts, press interviews, and meetings with civic and business leaders who are friends of 4-H.

To aid planning for 4-H Club Week, every county may receive one of the

helpful new idea kits from their State offices. Each kit contains suggestions for counties to use in 4-H Week observance.

New ideas for 1961 include a sample special edition, or 4-H section of a local newspaper, and a how-to-do-it manual on building 4-H window displays. Spot illustrations, radio and television ideas, thank-u-grams, and suggested activities are also included.

BOOK REVIEW

MILK PRODUCTION AND PROCESSING by Henry F. Judkins and Harry A. Keener. John Wiley and Sons, Inc., New York City, 452 pp. Illus.

This book seems to be especially valuable for young extension workers needing a handy reference on the dairy industry and for more experienced workers who need to "brush up" on their dairy information.

One feature not found in most dairy references is the inclusion of both production and processing. The chapters are arranged in a logical order and include usable information in the form of score cards, tables, nutrient requirements, weights and measures, and Federal and State standards.

The questions at the end of each chapter should be helpful in 4-H dairy work.—Richard E. Burleson, *Federal Extension Service*

Monthly Revisions in Publications Inventory

The following new titles should be added to the Annual Inventory List of USDA Popular Publications. Bulletins that have been replaced should be discarded. Bulk supplies of publications may be obtained under the procedure set up by your publication distribution officer.

- F 2149 *Soil and Water Management for Irrigated Sugar Beet Fields*—New
- L 250 *Hamster Raising*—Slight Revision September 1960
- L 435 *Mr. Dairyman—It Pays to Use Chemicals Safely*—New
- MB 12 *Know Your Butter Grades*—New (Replaces L 264)
- G 72 *Nutritive Value of Foods*—New (Replaces AB 36)



try
BRAINSTORMING

by JAMES D. BROMLEY, Consumer Education Specialist, Rhode Island

WE did in Rhode Island. Here's why.

First we wanted to stimulate homemakers attending a leader training meeting to really think about the subject, Foods of the Future. Second we felt that brainstorming was a useful tool for the leaders to take home.

Rules of the Game

What is brainstorming? Briefly, it is getting a group together for a problem-solving session. What's so new about that? We've all been doing it for years. Well, the gimmick is this. No judgments are allowed. No one can ridicule an idea or say, "That can't be done because. . ."

Because no one is allowed to judge an idea, some pretty wild ones are apt to crop up. This freewheeling is encouraged.

Some of the wildest suggestions

may be just the thought-starter for someone else. For that reason hitchhiking is also encouraged. Any time somebody can add to or adapt another's idea he hitchhikes.

No judgments, freewheeling, and hitchhiking. They all add up to lots of ideas and quantity is the goal of brainstorming. The more ideas, the better chance you have of coming up with a good one.

We also illustrate with a turtle. Why? To remind all brainstormers that you get nowhere unless you are willing to stick your neck out once in a while.

Too often when we try to solve a problem or come up with a new idea we stop at two or three suggestions. The rest of the time we spend pointing out why they won't work. With brainstorming many ideas are born. When the ideas are in, and only then, does the group seriously weigh the merits of the suggestions.

Sounds like fun. But why brainstorming for a leader training meeting? Just this. While brainstorming is used mainly for problem-solving, it is also a good tool for thought stimulation.

We asked our group what new foods they wanted from the food trade. In 5 minutes, more than 40 new food suggestions were made. This was better than eight per minute.

For the rest of the meeting we showed them new foods that followed their suggestions. We described new food processes that will result in the kind of foods they said they wanted. We discussed their ideas in relation with the problems of the food industry. We made it their meeting. Brainstorming was the tool we used to stimulate their interest.

Stirring Up Interest

Brainstorming may catch your group cold. Try starting them off with some simple, even zany problem. In our Rhode Island meetings we began by outlining the four rules of brainstorming: No Judgments, Freewheeling, Hitchhike, and Quantity. We put these rules before the group where all could see them.

Then we brainstormed the problem, "New Uses for the Spring-type Clothespin." The speaker was wearing one as a tie clip to start the ball rolling. In less than 2 minutes, 20 new uses were suggested. A loud cow bell was on hand to make sure that there were no judgments, and an alarm clock was in evidence to keep time within bounds.

We used brainstorming in Rhode Island. We liked it. We'll use it again.